

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### **Sierracin/Sylmar Corp.**

#### **California Manufacturing Technology Consulting**

#### **Sierracin/Sylmar Corporation Savings Soar**

##### **Client Profile:**

Sierracin / Sylmar Corp. (Sierracin) began operations in 1959. The company manufactures aircraft transparencies (windshields/canopies) for both military and commercial aircraft in its 300,000 square-foot facility in Sylmar, California. Sierracin employs approximately 500 people and generates \$77,000,000 in annual sales.

##### **Situation:**

Sierracin experienced intense pressure from its customers to reduce costs and process time, and increase output. The production systems in place contained several bottlenecks and workflow issues that had been difficult to overcome. Sierracin senior management decided to bring in professional outside assistance to guide its evolution towards becoming a more efficient manufacturer. The company contacted the California Manufacturing Technology Center (CMTC), a NIST MEP network affiliate.

##### **Solution:**

CMTC consultants analyzed the current state for the three processes that were causing Sierracin's bottleneck: Stop Crack, Pre-Drilling and Drilling in the commercial aircraft windshield area. CMTC interviewed production workers and supervisors, then used a set of problem-solving tools to identify root causes for many of these problems and to prioritize solutions. CMTC tested potential solutions and developed a list of recommendations to submit to Sierracin management. Sierracin Manufacturing Engineering worked with CMTC to identify specific areas for implementing each recommendation. Workers were also interviewed regarding the potential effectiveness of the recommendations. With CMTC's help, Sierracin tore down many barriers to implementation.

##### **Results:**

Reduced processing time for each of the three processes by 37 percent, from 347 minutes to 217 minutes per windshield.

Realized over \$93,600 of annualized cost reduction on windshields for a commercial airliner.

Featured as a success in a March 26, 2002 article in The Wall Street Journal.

##### **Testimonial:**

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"We eliminated a bottleneck that caused the placement of an on-site customer representative. The California Manufacturing Technology Center helped us get on schedule and we saved a lot more than CMTC cost us. The customer and the representative went home happy."

Khushroo Lakdawala, Ph.D., Vice President of Operations